



implementation 7

The vision for Fairfax Boulevard has been documented in the preceding chapters of this report through plans, illustrations, and text. This chapter identifies the necessary steps for realizing the Boulevard depicted in the imagery, transforming the community vision into a built reality. The following steps address policy recommendations, regulatory changes, public-private partnerships, redevelopment mechanisms, economic development goals, and funding options.

POLICY RECOMMENDATIONS AND REGULATORY CHANGES

1. Adopt the Fairfax Boulevard Master Plan

The Fairfax Boulevard Master Plan should be adopted by City Council as an amendment to the City's Comprehensive Plan, giving the plan official standing. Adopting the plan sends an important message to property owners and residents that the political decision makers support the plan and that the City intends to implement its principles. City staff and members of the Planning Commission will have a clear direction to instruct applicants to meet the goals of the plan.

2. Adopt the Form-Based Code for Fairfax Boulevard

The review of existing zoning regulations and site analysis indicated that in many cases the zoning requirements for the properties along Fairfax Boulevard does not match the goals of the community. Appropriate regulation that is supportive of community endorsed planning policies can encourage development by providing clarity and certainty. A zoning process that requires additional hearings and variances increases the risk of time and money to developers. By establishing clear zoning standards that support the City's vision and provide a

visual guide to design criteria, investors can be certain that their project will be approved. Neighbors can also be assured that what gets developed will be desirable, not harmful, to the neighborhoods adjacent to the Boulevard.

A Form-Based Code is a land development regulatory tool that places primary emphasis on the physical form of the built environment with the end goal of producing a specific type of "place". Conventional zoning strictly controls land-use, through abstract regulatory statistics, which can result in very different physical environments. The base principle of form-based coding is that design is more important than use. Simple and clear graphic prescriptions for building height, how a building is placed on site, and building elements (such as location of windows, doors, etc) are used to control development. Land-use is not ignored, but regulated using broad parameters that can better respond to market economics, while also prohibiting undesirable uses.

A Form-Based Code for the Boulevard would allow by-right development of property in congruence with standards set forth in the code. The new code would streamline the process of getting projects approved because the Fairfax Boulevard Master Plan already incorporates significant public investment in the planning process and consensus around the plan. The City of Fairfax Zoning Ordinance should be amended to include the Fairfax Boulevard District Code (see Appendix A).

3. Create the Position of City Architect

The role of the City Architect should be established to administer the review process for the development and redevelopment of properties within the Fairfax Boulevard Business Improvement District. The City Architect would oversee the application

of the Fairfax Boulevard District Code and act as a facilitator, guiding projects through a streamlined approval process; the City Architect should be empowered with the authority to confirm compliance with the code and to deny applications that, in his/her opinion, do not comply. The City Architect should be an urban designer or architect and must be familiar with traditional town planning and New Urbanist principles. The City Architect would work with prospective developers and property owners to show how the Fairfax Boulevard District Code can satisfy their site needs in an efficient manner. The City Architect would work under the direction of the Planning Director and would assist developers, tenants, property owners, and the City in achieving the goals of the Fairfax Boulevard Master Plan and Fairfax Boulevard District Code.

4. Appoint a Development Coordinator

The City needs the capacity to inform businesses and citizens of available development and funding opportunities. Facilitating the implementation actions and providing support and organization for local businesses and neighbors will require a full-time position. The city should create a Development Coordinator staff position to begin the implementation of the Fairfax Boulevard Master Plan. This person should have full understanding of the principles and intent of the plan. This person would also work with developers and property owners to strategize on redevelopment opportunities along the corridor, assist businesses and public agencies with grant and loan applications, direct willing property owners to the resources needed for development, organize marketing campaigns, and administer programs as necessary.

5. Streamline Development Procedures and Approvals Process

Part of attracting quality development consists of making the process of approvals transparent and reasonably expeditious. This is typically done through appointing a lead person to guide each application through the process. It is recommended that the city undertake all appropriate methods for streamlining development procedures and the approvals process and that the City Architect and Development Coordinator positions be created to oversee the process and ensure that reforms are successful.

PLANNING STRATEGY

6. Confirm Physical and Regulatory Conditions

The Fairfax Boulevard Master Plan was created with the best information available regarding rights-of-way, property lines, existing building locations, easements, utility limitations, and covenants tied to individual properties. However, as site-specific applications come forward and City improvements are undertaken, modifications to the Master Plan will be necessary to incorporate accurate surveys and specific site analysis. Part of the process of carrying out the Fairfax Boulevard Master Plan should involve regular updates to the City's GIS system with information on the physical conditions of individual properties as development occurs.

7. Conduct Annual Inventory of Land Uses and Correlate it With Economic Data

An annual inventory of land use correlated with economic data in the City's GIS system allows prospective developers and businesses to understand the supply and thus the need or demand for various land uses. The inventories should include

housing, retail, office, and industrial uses, among others. The inventories would show opportunities in the market as well as trends of current redevelopment. The City should conduct annual inventories of its land use using the GIS system, and make the aggregated results, subject to privacy rules, available on the City's website. For more information, please see Appendix B - "Using GIS to Plan for Economic Development."

8. Create a Redevelopment Targeting Strategy

Using the Illustrative Master Plan as a guide, a strategy should be developed to identify and target vacant, under-utilized or "soft" properties that detract from the quality of Fairfax Boulevard in areas that the Master Plan indicates for future change. Vacant land and derelict buildings offer opportunities for change and redevelopment. In order to capitalize on these opportunities it is necessary to inventory and map the locations of vacant land and derelict buildings and then target new users and promote the inventoried opportunities to new investors. The city can use its extensive GIS system to begin to identify a list of properties that might benefit from redevelopment; this can be done as a part of the annual inventory of land use.

Many property owners along the Boulevard are not developers, and have neither the knowledge nor the appetite for risk that is required in development. For this reason, the City should partner with the Fairfax Boulevard Partnership to identify properties that are a priority for redevelopment, whose owners may wish to redevelop but lack the expertise, and connect these property owners with developers, legal assistance, and impartial financial expertise that will encourage appropriate development to the benefit of all parties. The Development Coordinator should be appointed to manage such efforts and would also act as a liaison

to groups including the Chamber of Commerce and the Fairfax Boulevard Partnership to assist in their coordinated efforts to improve the Boulevard.

9. Establish a Parcel Assembly Program

The City and the Partnership working together have the ability, and some of the funding resources, to consolidate parcels of land for the purposes of redevelopment and economic development. One strategy for encouraging new development is the identification of opportunity sites (as shown in the Illustrative Master Plan and the consolidation of parcels to allow development at a scale that offers feasibility for the type of place desired. Alternatively, the City could establish a land bank with assistance from the Fairfax Boulevard Partnership. This could be done through a new 503C non-profit that would allow members of the community to contribute and would allow donations from other funding and grant sources as well. The land bank would then use revolving funds to acquire and assemble key sites and solicit preferred development alternatives. It is suggested that the City and other economic development partners collaborate on the formation of a land bank to acquire key opportunity parcels along Fairfax Boulevard to preserve them for appropriate and supportive development. This format would greatly extend the funding ability of both the City and the Partnership by inviting collaboration and funding from a variety of sources.

10. Acquire Green Space

The City should actively work to acquire properties for green space to further complete the green network and stormwater management strategy along Fairfax Boulevard. Properties to acquire include those with scenic, wildlife, stormwater, or recreational values, among others. These areas have been identified in the green network diagram. The City should allocate money in its general fund and

seek private sources to acquire land as depicted in the Illustrative Master Plan for additional trails, greens, and park space.

11. Transform Stormwater Improvements into Water Features

The present stormwater facilities along the Boulevard are open ditches and open culvert inlets. While these are no doubt effective, some are unsightly and some may actually be hazardous for pedestrians because of their adjacency to pedestrian access along the right of way. Attention to these features may seem like a detail, but water features have been, for centuries, part of the most desirable urban environments. The proposal for Fairfax Boulevard is to take a necessity and turn it into an amenity that will add to the attractiveness of the natural environment and thereby to the economic welfare of the adjoining development. Typically, there is a ten to fifteen percent premium in value for properties next to attractive natural water features and their associated landscapes.

12. Establish a Pilot Project Program

To further stimulate revitalization of Fairfax Boulevard, the City should challenge private developers to submit proposals for infill development or redevelopment projects to become selected as a "pilot project." A pilot project would be one that exemplifies the goals and vision of the Fairfax Boulevard Master Plan, serving as a model example of appropriate development for the area. A variety of incentives and assistance could be offered without diminishing expected City revenues from new development, including land assembly, provision of parking and infrastructure through tax increment funding, and assistance from the Fairfax Boulevard Partnership. The pilot project could also receive assistance from City staff, including planning expertise and expedited approvals, with the under-

standing that the final design must follow traditional urban planning principles, conform to the Master Plan and Fairfax Boulevard District Code, and meet City approval. The pilot project program should be promoted by the City as a way to raise awareness about Fairfax Boulevard, demonstrate the City's support for private investment, and expedite the revitalization of the Boulevard.

ECONOMIC DEVELOPMENT STRATEGY

The primary strategy for the City to reinvigorate Fairfax Boulevard is to play to its strengths and the strengths of the City as a whole. The City of Fairfax has a preserved historic core that is being further enhanced. If the Boulevard can be redeveloped in ways that are in keeping with (without necessarily copying) this historic and traditional character, a unique identity for the Boulevard will be established. Fairfax Boulevard has many attributes that make it attractive for redevelopment. Fairfax Boulevard has:

- a central location in the region;
- three distinct centers of activity with excellent access; and
- proximate neighborhoods within walking distance to lend support for local businesses;
- an active, vital, organized and supportive business community willing to assist in funding (through the BID); and, importantly,
- pro-active city leadership determined to produce desirable, positive change.

The challenges for Fairfax Boulevard are in a series of gaps – gaps in the urban fabric of the Boulevard, gaps in pedestrian access between the proximate residential neighborhoods, and the services provided on the Boulevard, gaps in the offerings of housing types and employment opportunities available,

gaps in the development approvals process that yield uncertainty, and gaps in the infrastructure that supports pedestrian activity and public spaces. Addressing these gaps is the goal of the economic development strategy for Fairfax Boulevard.

To begin closing the gaps along the Corridor, a set of achievable strategies has been formed based upon the strength of the market and community input.

- Add retail at the nodes:
 - Fairfax Circle: 137,000 square feet of additional retail
 - Northfax: a goal of 500,000 – 600,000 square feet of retail
 - Kamp Washington: a goal of 17,000 square feet of additional retail
- Add office employment:
 - A goal of 950,000 square feet of additional office space, based on 10-year proportional capture
- Add residential:
 - Capture 10%/16% of total expected county growth through 2011
 - 670 lofts and flats
 - 370 row houses
 - 690 village houses
 - Total of 1,730 residential units

13. The Retail Strategy

The retail strategy for Fairfax Boulevard relies upon the conversion of the corridor from the strip-commercial model of capture to the amenity driven destination model of capture. Strip development relies on capturing small percentages of spending from large volumes of pass-through traffic. The destination model provides economic utility and an

enticing, entertaining environment that increases local capture while also capturing the passing traffic. Because of this ability to capture both facets of the market, the destination model is currently being used by most large retail development entities. This is not a new model—it was the basis for the creation of the modern shopping mall and has been refined over the last two decades through competitive action by mall owners. Fairfax Boulevard has been losing market share to higher quality development such as Fairfax Corner. This plan offers a strategy and design for successfully competing and recapturing local markets while still enjoying the sales from passing traffic.

In order to compete with the newer retail formats emerging just outside of City boundaries, Fairfax Boulevard needs to become a walkable environment, with managed parking, housing, and workplaces that provides high-capture support for retail activities. Creating this environment with its diverse housing opportunities will encourage the location of new employment. On the part of the City and the Partnership, there is a need for aggressive marketing to likely industry sectors. There is also the need for a pro-active use of the City's GIS database to identify development opportunities, for assistance to the private sector in obtaining funding, and especially for providing future business with certainty by streamlining processes and simplicity in approvals.

The Fairfax Boulevard Master Plan shows design paradigms for the three different nodes where retail should be concentrated: Fairfax Circle, Northfax, and Kamp Washington. Each has been assessed for short-term retail potential given local competition and the constraints of existing land use. As outlined in the Master Plan, all will rely upon the City and the Partnership working together to set

the stage for the future by creating the necessary street improvements to create a walkable environment for these sections of the corridor.

Actively Target New Businesses

As each component of the Fairfax Boulevard Master Plan is implemented, it is imperative to keep a detailed list of businesses and services that should be targeted to locate (or relocate) along Fairfax Boulevard. While one or more new national tenants may be sought by developers to “anchor” each node within the Fairfax Boulevard corridor, the economic strategy also addresses small business retention and recruitment in the section on funding that follows (see the comments on small business and the market in the economics section). This effort requires focus and tenacity as well as the right market to attract the attention of desired retailers and employment. Using the funding strategies outlined, Fairfax should look for local tenants and new small businesses that will open new locations on Fairfax Boulevard. Successful owners of popular local businesses could ride the popular support from their current location to support their expansion to a second location. New business would add to the economic utility and the fun of exploring new offerings. As part of attracting both local and national tenants to Fairfax Boulevard, the City should promote the development of smaller retail spaces for incubating businesses as well as larger spaces for the relocation of successful business as they grow.

Create A Network of Streets

Streets are arguably the most important element of this master plan because street types and commercial success are interwoven. In general, big streets get businesses that have a form responding to high speed traffic with deep setbacks, long frontages and large signage. Small streets get businesses

that have forms that respond to pedestrian traffic and the ability for slow moving traffic to see small signage and short shopfronts. Asking for shopfront or mixed-use retail on a large high speed corridor with no on-street parking is asking for business owners to commit retail suicide. The dilemma is resolved by transforming Fairfax Boulevard into a true boulevard that allows both small, pedestrian-oriented business and large retailers taking advantage of pass-through traffic.

Creating street networks is essential for guaranteeing businesses access to customers; good street networks encourage more people to visit and stay, even at night. A closely knit street network encourages pedestrian activity, yielding a sense of safety—safety from traffic as cars glide past slowly, safety due to the presence of pedestrians, and safety because of the presence of open shops which have the requisite auto and foot traffic to stay open and keep the lights on at night. Young couples, empty nesters and seniors like to live in these environments because of the easy access to retail and services without the use of cars. The street network sets the stage for all of this activity.

14. The Office Strategy

The strategy for office in the Master Plan is to provide an amenity rich environment in attractive surroundings with appropriate housing opportunities that will appeal to employees and thus employers. In the economic section, Urban Advisors outlined the growth of employment in the region. A large amount of employees in technical and professional services are part of the same demographic for which there is unmet residential demand in the region due to the few locations offering urban housing opportunities close to work. The key to attracting the best new employment is to have modern urban housing options that fit employees'

needs and desires. The current housing stock in Fairfax, however, was built with a traditional family household in mind (two parents and two children) but the households of the next generation of high-tech jobseekers in Fairfax do not fit this stereotype. Other studies undertaken by Urban Advisors have demonstrated that many of the business types that are driving the Fairfax County economy now prefer high amenity locations with high quality housing adjacent that matches their preferences.

Fairfax has many assets to recommend it to employers if it will carry out the Master Plan: amenity rich retail and service locations, quality housing opportunities near employment, easy access to a beautiful open space network, a charming historic center, and a central regional location that is much better than being located near Dulles, or some of the other outlying traffic-choked development. In addition, in the section that follows on funding we have outlined sources for providing local assistance to businesses to make these opportunities even more attractive.

Based upon the plan providing these amenities, the goal for capture has been set at 950,000 square feet of new employment space on the corridor. This goal relies only upon capturing a sliver of total employment in the region. There are few locations that offer the environment envisioned in the Master Plan; the objective of the plan is to make Fairfax Boulevard competitive based upon earlier research on business preferences.

15. The Housing Strategy

The Conceptual Build-out Plan shows housing of a variety of types in a variety of locations. The form for these units is shown in the drawings and the form-based code sections of the plan. Urban Advisors has formulated a short-term set of goals

for housing and the Master Plan indicates locations for each type. Discussions with local developers during the charrette indicate such strong interest in this part of the plan that little further intervention on the part of the city is necessary if the plan, code and associated administrative recommendations are adopted.

One of the most important features of the Master Plan is its care in ensuring that any new development adjacent to existing neighborhoods is consistent with the quality, character and scale of the neighborhoods. The city can assist the creation of appropriate housing shown in the plan in two ways. One is to assure that housing is compatible with existing neighborhoods but also follows the plan guidelines so that it does act as a transition in places where that is necessary. Another is to assist appropriate development with a strategy for allocating infrastructure funding to enable the production of housing to support future employment and retail uses. In addition, as noted above, parcel assembly may be necessary to assure that sites are economically viable for development.

A final element in the strategy for housing is to provide a mix and range of units. Traditional neighborhoods, even in villages, include mansions for the great, modest homes for the people who serve them, and comfortable homes for those in the middle. Providing this mix allows young families to start in one neighborhood and to move up in the same neighborhood as they grow in their careers and their lives change. When the children are gone, the neighborhood can offer them a more compact place to live, while those who are younger and entering the years of child-raising move up to the house vacated. Further, the provision of senior housing close to services means that as they age, the same couple can find a place to live in their own neighborhood, among their friends and rela-

tives, instead of moving to a place where no-one knows them.

Accomplishing this goal, of a complete neighborhood, for all ages, is, sadly, not the way housing is done today. In order to help enable this type of neighborhood we have included information on low-income housing tax credits and senior housing tax credits. Many people feel that the use of these credits indicates a desire to put "projects" into neighborhoods. On the contrary, given current housing costs, it really means providing residences for young city employees such as firemen and police recruits, young teachers of your children, people who start local businesses that you enjoy (and that the corridor needs), the members of your community that you meet every day who support your lifestyle and who, as they age, become valued community participants with deep roots in the community. Providing the full lifecycle of housing integrated into the community means that you will always keep your community young and vital and you will never turn your back on your eldest, wisest residents.

16. The Parking Strategy

Creating a vital corridor will require a coordinated strategy for parking; the codes must change to allow shared surface and structured parking versus on-site surface solutions for each new development. For the business district to compete, existing, large surface parking lots that lie between the roadway and commercial buildings must give way to mixed-use development that is oriented to the street and pedestrian-friendly. On-street parking must be encouraged wherever possible, and private parking facilities must be located behind buildings, to the interior, of blocks, or within structured parking decks that are designed to be compatible with pedestrian-oriented streets.

Regarding the type of parking to be provided, on-street, parallel parking is the most pedestrian-friendly form of parking for the three nodes. It provides direct access to the adjacent commercial establishments and provides a traffic calming effect on urban streets. Surface parking lots, while they provide low cost vehicle storage, are detrimental to walkability on Fairfax Boulevard. Especially within the three nodes, the long-term goal of redevelopment should be to transform all sizable surface lots to structured parking with liner buildings. It will be necessary for the city and the Partnership to provide some of the parking in advance of redevelopment so that the development can achieve financing, since some bankers often still view parking as vital to success. It is suggested that the City and the Partnership provide the parking for initial redevelopment and recoup costs by charging new development over time through a mechanism such as the business improvement district, through potential tax increment funding, and through direct payment from new development of in-lieu parking fees.

PUBLIC-PRIVATE PARTNERSHIPS

Fairfax Boulevard is a complicated matrix with many players and overlapping constituencies that produce overlapping responsibilities. This complex social and institutional structure means that a number of stakeholders need to be involved from both public and private sectors for the plan to achieve success. Fortunately for Fairfax, it has a pro-active City leadership, an active business community and active citizen support for change on the Boulevard. The Fairfax Boulevard Partnership has already agreed to tax itself through a Business Improvement District so that it has the resources to partner with the City in funding improvements. Interviews with developers indicated that with an

improved regulatory environment, they would be willing to proceed with plans based on the market alone. Interviews also indicated that parcel assembly in Northfax, and possibly in Fairfax Circle, would result in better projects with greater ability to capture market share. Developers also expressed a need to find better mechanisms than in the current zoning code for producing parking. With these concerns in mind, our finding is that public private partnerships should concentrate primarily on land assembly and provision of parking. In addition, public-private partnerships can help to provide special projects or amenities in the reconstruction of the corridor itself that will add to the pedestrian amenities. Specific areas for such participation, including roles and responsibilities, are shown in the Implementation Matrix.

FUNDING MECHANISMS

To achieve the goals of the Fairfax Boulevard Master Plan, a variety of funding sources will be needed. Funding mechanisms for capital improvements include the Fairfax Boulevard Business Improvement District, grants from public and private sources, general obligation bonds approved by the public, donations, and general fund expenditures. The following descriptions provide additional detail about potential financial assistance for public capital improvement projects and private redevelopment initiatives.

17. Tax Increment Financing

One of the more powerful options available for funding infrastructure and parking is the creation of a corridor tax increment district. Tax increment financing is a mechanism that allows bonding based upon future increases in the local tax base. The way it works is that property tax increases (the

increment) over current tax revenues are reserved for a period of time to pay for improvements that enable the development to happen. To use an example, if a property is currently worth \$100,000, but is redeveloped to a value of \$1,000,000, the difference in property tax revenue between the current value and the future value, or the tax on \$900,000 is captured for use in providing debt service for bonding. The tax on current value still goes into the general fund, and, under the Virginia enabling statute, any tax increment not used each year also goes into the general fund annually. What this means is that the city is not obligated to take all of the increment for redevelopment purposes; it can allocate as much or as little as it likes and leave the rest to pay for general fund priorities.

Tax increment financing can be used for building streets, providing sidewalks and pedestrian amenities, undergrounding utilities, supporting new development through land acquisition, and purchasing greenspace if the purpose furthers economic development.

18. Grants

There are a number of federal grants available for redevelopment and community service purposes as well as grants for infrastructure. The Federal Department of Transportation also has grants for infrastructure, including funding for roads and highways and innovative transportation grants for research and implementation of alternative transportation.

Private grants from foundations are available through application by the city, community development corporations and other community oriented non-profit organizations. Finding grants can be daunting as there are literally thousands of foundations and grant givers; most organizations that rely

upon such funding hire what is termed a “development specialist” to research grants and write proposals. Foundation grants are more commonly available for purposes such as greenspace preservation and parks development than for infrastructure development. It is suggested that the city train a staff member in grants research and writing, and to research and apply for private foundation opportunities as well.

19. Tax Credits

Tax credits can be very powerful funding incentives for private development. There are two basic credits available now that can be applied to redevelopment along Fairfax Boulevard: Low-Income Housing Tax credits and Senior Housing tax credits. The rules for tax credit investment are laid out in the U.S. Internal Revenue Code. Tax credits allow a dollar for dollar reduction in tax (not income) and thus are of use to anyone with a need for tax reduction. Tax credits are often sold (securitized) to investors, allowing non-profits and project owners unable to use them to gain funding for construction and other allowable project costs.

Housing Tax Credits

Low-Income Housing Tax Credits (LIHTC's) can be used for providing housing to households at or below 60% of median income and provide either 4% or 8% credits. There are also 4% senior housing credits available. The median household income by household size is calculated every year by the U.S. Department of Housing and Urban Development. It is not necessary for all units in a building to be affordable to receive the tax credit; the credit applies only to those units that are eligible. To receive the credit, the units must be kept affordable for fifteen years to receive ten years of tax credits.

An information program to familiarize develop-

ers and property owners with tax credit opportunities should be undertaken by the city. This could be performed effectively as an addition to the city's website, which is already an excellent resource. Elements would include explanations of the credits, links to credit websites, and downloadable information and application forms. Pro forma templates for calculating tax credits would also be useful for those not familiar with credits.

20. Small Business Investment Companies

Residents of Fairfax expressed an interest in nurturing small, locally-run businesses. Currently, it can cost more to build a new structure than a small business owner or developer may be willing to pay. One of the ways to close this gap and maintain and expand the small business character of Fairfax Boulevard is with the assistance of a Small Business Investment Company. Small Business Investment Companies (SBIC's) are business development venture funds that foster new business creation and business expansion by minimizing funding risk. The federal government will match local funding at a two to one ratio. What this means is that if local investors, banks and others form a SBIC with \$5 million in start-up funding (the minimum), the SBA will provide matching funding of up to \$10 million. Since the Fairfax Boulevard Master Plan calls not only for infrastructure, but also new businesses to provide the services that are desired by residents, the formation and operation of a Fairfax SBIC could be a means for creating, retaining, and expanding business in the Fairfax Boulevard corridor. SBIC's are allowed to use funds for investment in small business and to act as an advisory resource. This means that the SBIC employees could fund and advise businesses on issues such as effective use of information technology, effective retailing practices, financial management, employee management, efficient use of resources, etc.

It is suggested that the City, the Chamber of Commerce, the Fairfax Boulevard Partnership, and local businesses collaborate in the formation of an SBIC. Because of the Federal program offering two-to-one leveraging of local funding, SBIC's can be more effective in using local funds than business assistance organizations that do not have access to the program. It takes several years to set up the SBIC, and requires the participation of partners experienced in lending and finance. The upside for such people to participate is that the SBA money can be used for low-interest funding, while the original equity can be invested as equity in local businesses and receive market rates of return. This structure is attractive to knowledgeable investors. This type of funding can be especially valuable in attracting new employment to the corridor.

21. Revolving Funds

A Revolving Fund is a low-interest financing pool set up by local lenders acting together to meet Community Reinvestment Act (CRA) obligations. The funds are not grants; borrowers are expected to pay back the loans to finance future loans. The funds can have specific investment criteria regarding the type of lending that will be underwritten. In addition to meeting CRA obligations, revolving funds also generate customer loyalty to participating institutions and serve to keep local money from interest payments and administration costs in local circulation. The City should meet with local lenders to assess the potential for a revolving fund to assist with Fairfax Boulevard corridor redevelopment.

PROMOTE FAIRFAX BOULEVARD

22. Promote the Fairfax Boulevard Master Plan
Continuing to spread the word about this plan and

successful initial projects is vital for implementation. A variety of media should be used: brochures, websites, or television are some common methods. Promote the plan so that it will take on a life of its own and continue to work for Fairfax Boulevard for years to come.

23. Celebrate Fairfax Boulevard

It is important to celebrate Fairfax Boulevard's uniqueness and discover ways to promote its strengths. With a high degree of community input in the charrette process, the message is clear that Fairfax citizens are ready for new life along the Corridor. The Fairfax Boulevard Master Plan should serve to fit all the pieces together to continue to make the Boulevard a first-rate street. The City, Chamber of Commerce, the Fairfax Boulevard Partnership, and other local organizations should promote the high quality of life and benefits of visiting Fairfax Boulevard through various media techniques, both on a regional and national scale.

this phase, it is suggested that the 16' medians (approximate) along each side of the boulevard be expanded to 20', decreasing the travel lane width from 12' to 10'. Frontage roads, where they currently exist along Fairfax Boulevard, will be enhanced and maintained. The second phase will achieve the multi-way boulevard and provide detail to the frontage elements. During this phase, the frontage roads will be transformed into side access lanes. This will improve the area fronting the Boulevard's businesses and retailers by providing attractive parallel parking and sidewalks for pedestrian mobility, without detracting from their current frontage space. Streetscaping will also be finalized during this phase.

26. Construction of Public Parking

Parking on Fairfax Boulevard can be optimized through a combination of management and partnerships. Parking management and the provision of structured parking is necessary for a pedestrian-

friendly streetscape, where buildings are located close together without parking lots between them. Many businesses, however, might have difficulty affording the cost of structured parking. One of the projects to be undertaken by the city, therefore, is the provision of shared structured parking. By having the city provide shared public parking, parking requirements can be reduced on individual sites, increasing development potential and providing further incentives for redevelopment. Central public parking also helps to activate the street, by making it necessary for people to use the street to reach their destination. In addition, shared parking and parking management agreements substantially reduce the cost of providing parking for all participating parties. Demand management agreements can be negotiated to determine the end cost to employers for employee spaces. The city should identify sites for shared parking and meet with property owners and businesses to set the terms of use.

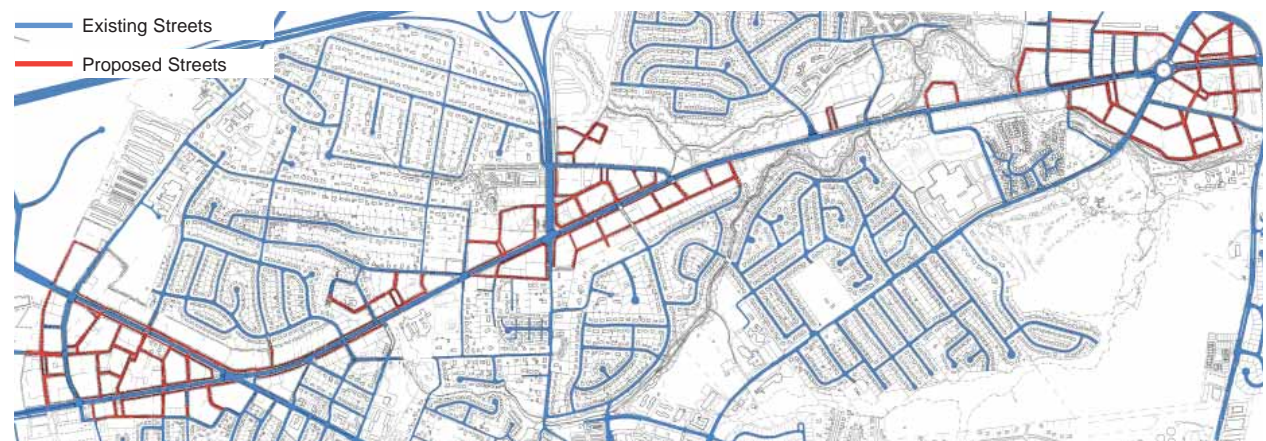
KEY CAPITAL IMPROVEMENT PROJECTS

24. Create a Parallel Street Network

A key recommendation of the Fairfax Boulevard Master Plan is the enhancement of the road network to the north and south of Fairfax Boulevard. In order to allow for an improved distribution of traffic flow, several connections must be made with an expanded network of interconnected streets.

25. Transforming Fairfax Boulevard Into a True Multi-way Boulevard

The transformation of Fairfax Boulevard into a multi-way boulevard should occur in two phases. The first phase will transition the existing boulevard into narrower travel lanes, while still providing the same four-lane configuration. During



New streets (highlighted in red) complete the network of streets, adding multiple options for travel.

Partners in Implementation

Timeline	Actions/Action Steps	Council	Planning Commission	Public Works	Planning Department	Economic Development	Partnership	Public	Outside Contracts
Summer/Fall 2007	Adopt the Fairfax Boulevard Master Plan & Codes								
	Facilitate public participation in reviewing the final plan.	x	x		x		x	x	
	Facilitate public participation in reviewing the Form-based Code.	x	x		x		x	x	
	Adopt the Master Plan.	x	x						
	Adopt the Code.	x	x						
Fall 2007	Partner to Form an Action Plan								
	Allocate implementation tasks to city departments, organizations, and individuals.	x	x	x	x	x	x		
Fall/Winter 2007	Streamline Development Procedures & Approvals Process								
	Specify extent of Administrative approvals process, Development Coordinator responsibilities	x	x		x	x			
	Approve funding for Development Coordinator position.	x							
	Advertise Development Coordinator position.				x				
	Hire Development Coordinator.	x			x				
Winter 2007-2008	Train Planning Staff in Form Based Code process				x	x			
Spring 2008	Hold workshops to educate landowners on Form-based Code and streamlined approvals process.				x	x			
Fall 2007	Establish Tax Increment Financing Mechanism								
Fall 2007	Determine Boundaries, one district or several for corridor	x	x		x	x	x	x	

Partners in Implementation

Timeline	Actions/Action Steps	Council	Planning Commission	Public Works	Planning Department	Economic Development	Partnership	Public	Outside Contracts
Fall 2007	Identify TIF priorities for use of funds	x	x		x	x	x	x	
Winter 2007-2008	Perform TIF Financial Analysis of proposed district or districts			x	x	x			x
Spring 2008	Determine amount of potential funding to be used for project purposes	x							
Spring 2008	Refine boundaries based on Analysis and Funding Priorities	x	x		x				
Spring 2008	Pass TIF District defining boundaries, allowable uses, funding caps	x							
Summer/Fall 2007	Plan to Reconstruct the Boulevard								
Summer/Fall 2007	Amend Roadway Standards	x	x	x	x				
Fall 2007	Work with the Virginia DOT to resolve standards for context sensitive design		x	x	x				
Fall 2007	Identify construction priority by the 5 sections	x	x		x	x	x	x	
Fall 2007	Issue RFP for Corridor Engineering	x		x					
Winter 2007-Spring 2008	Develop a fully engineered plan of first priority project based on the master plan.			x	x				x
Winter 2007-ongoing	Continue corridor engineering by section priority			x	x				x
Spring 2008-ongoing	Coordinate with Property owners on construction timeline and impact mitigation by section			x	x	x	x		x
Spring 2008	Develop a funding plan for Capital Improvements	x		x					
Spring 2008	Develop a partnering funding plan for unfunded amenities	x			x	x	x		
Spring 2008	Apply for State and Federal transportation funding			x					
Spring 2008	Research and apply for grants from public and private sources for other unfunded amenities				x	x			

Parties in Implementation

Timeline	Actions/Action Steps	Council	Planning Commission	Public Works	Planning Department	Economic Development	Partnership	Public	Outside Contracts
Spring/Summer 2008	Approve Boulevard Reconstruction and Funding Strategy and Prioritize by Nodes and Connectors (5 Sections)	x	x	x	x				
	Set aside capital improvement money for Boulevard reconstruction.	x							
Fall 2008 to Summer 2010	Construct the Boulevard (recommendations in parentheses)								
Fall 2008	Begin Construction Section 1 (NorthFax)			x					x
Spring 2009	Begin Construction Section 2 (Western Connector)			x					x
Summer 2009	Begin Construction Section 3 (Kamp Washington)			x					x
Fall 2009	Begin Construction Section 4 (Fairfax Circle)			x					x
Spring/Summer 2010	Begin Construction Section 5 Eastern Connector)			x					x
	Establish a Parking Strategy								
Fall 2007	Modify zoning regulations to allow for shared parking.	x	x		x				
Fall/Winter 2007	Locate potential sites for parking garages within each node.	x	x		x	x	x	x	
Winter 2007-2008	Draft Parking Plan for Fairfax Boulevard, with involvement from key stakeholders.	x	x		x	x	x	x	
Winter 2007-2008	Identify timing for parking construction in nodes--i.e. before or during new project construction				x				
Spring 2008	Develop public-private funding strategy for construction of parking	x			x	x	x		
Spring 2008	Adopt Parking Plan.	x	x						
Summer 2008	Place public portion of funding plan into appropriate budgets --TIF, CIP	x							

Parties in Implementation

Timeline	Actions/Action Steps	Council	Planning Commission	Public Works	Planning Department	Economic Development	Partnership	Public	Outside Contracts
	Plan and Create Street Networks at Nodes								
Winter 2007-2008	Define future ROWs and ownership (public or private) in nodes	x	x	x	x				
(after pas-sage of Plan)	Identify responsibility for construction and maintenance (public or private)	x	x		x	x	x		
	Identify conditions under which construction of new ROWs is triggered	x	x	x	x				
	Coordinate Street network funding with Pilot Project Program	x	x	x	x				
	Coordinate Street network funding with proposed TIF	x	x	x	x				
As Appropriate based on Need	Participate in Construction of networks	x		x	x	x	x		
	Create a Parcel Assembly Mechanism								
Winter 2007-2008	Determine organization structure for land bank	x	x		x	x	x		
Winter 2007-2008	Determine priorities for acquisition: large land assembly, single parcel acquisition to complete assembly by others, open space acquisition, future ROW acquisition, land for parking, etc.	x	x	x	x	x	x		
Winter 2007-2008	Determine funding structure for land bank to allow broadest possible sources: TIF, City, grants, private donations, foundation support etc.	x	x		x	x	x		
Spring 2008	Establish Land Bank	x				x	x		
	Establish Pilot Project Program								
Fall 2007	Create goals and priorities checklist for judging Pilot projects	x	x	x	x	x	x	x	

Partners in Implementation

Timeline	Actions/Action Steps	Council	Planning Commission	Public Works	Planning Department	Economic Development	Partnership	Public	Outside Contracts
Winter 2007-2008	Issue Requests for qualifications from interested owners/developers: establish financial	x	x		x				
Winter 2007/2008	Invite qualified developers to submit proposals to be selected as a pilot project.	x	x		x				
Spring 2008	Invite public input on proposals	x	x		x		x	x	
Summer 2008	Provide staff planning assistance for selected pilot project to meet public goals	x	x	x	x				
As Appropriate based on Need	Partner as appropriate with funding by Partnership , TIF district, other to enable pilot project	x					x		
	Redevelop Underutilized Parcels								
Ongoing	Identify parcels with low value low FAR land uses				x				
Ongoing	Use the GIS inventory of land uses to market underutilized property to potential investors.					x			
	Promote New Business								
Ongoing	Encourage establishment of a Small Business Investment Company.	x				x	x		
Ongoing	Partner with the many small business programs at George Mason University to place new business on Fairfax Boulevard	x				x	x		
Ongoing	Use financial leverage from TIF, Econ Dev't Dept for new development or renovation that creates suitable space for new business startups	x				x	x		
	Maintain GIS Database for Plan Implementation								
Continuous	Keep a detailed list of businesses and services that should be targeted to locate on Fairfax Boulevard.				x				
Yearly	Use GIS to create listing of key properties that should be purchased for open space.				x				

Partners in Implementation

Timeline	Actions/Action Steps	Council	Planning Commission	Public Works	Planning Department	Economic Development	Partnership	Public	Outside Contracts
Winter 2008	Add economic data to inventory of land uses as in Appendix "Using GIS to Plan for Economic Development"				x				
Continuous	Update GIS database with physical conditions of individual properties as development occurs.				x				
As needed	Publish change periodically on Fairfax Boulevard website				x	x			
	Promote the Boulevard								
Continuous	Maintain a website for Fairfax Boulevard and distribute brochures promoting the boulevard.					x			
	Community Involvement								